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27 January 1976

MEMORANDUM FOR: Deputy Director for Administration

ATTENTION: Director of Training

SUBJECT: Draft Report on CIA Intelligence Support for Foreign and National Security Policy Making

1. Thank you for the opportunity to see this draft report. I think it is a splendid effort on a very important subject. While some of the ideas may be repetitions of old problems, some of them break real new ground conceptually.

2. Rather than limiting consideration of this report to written comments, may I suggest that it be the basis for a full-scale conference among the senior figures on our side who might be stimulated, and even ~~have~~ contributed to, this report. These would include the DCI, DDCI, D/NIO, D/IC, DDI, DDO, DDS&T, DDA, and selected other officers such as D/OCI, D/OPR, D/OER, D/OSR, and one or two division chiefs in DDO. A structured discussion, perhaps on a Saturday [redacted] 25X1A would, I believe, break some new ground in relooking this subject.

3. Pending such a conference, may I offer a few initial thoughts:

a. Page 26-27. I was interested in the comment about the role of the NIO. I always thought of him as a stimulator of direct contacts between customers and producers, rather than a channel. Maybe this needs a look.

b. Page 35. The point of a special individual or two thinking ahead is a good one. While it is an NIO's job, it also, of course, is one that deserves more attention by the DCI, but also by the D/NIO, the DDI, and others. We stabbed it a bit with the Perspectives and the State of the World exercises, but it might be the kind of a chore that a special NIO might be given on a world-wide basis.

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c. Page 48. An interesting idea, to improve our analysts' view of what happens to their material.

d. Page 51. By format the Intelligence Checklist does a bit of this, although, of course, you are stressing the late arriving cables. I am not sure that this could be more than a cable summary which most watch officers will produce, whatever others may exist in town.

e. Page 55. A rousing amen to the need for more stress on oral delivery.

f. Page 56. I agree wholeheartedly with the necessity for a greater inter-disciplinary approach to intelligence analysis. We must do something other than paste separate papers together under an overall country name. The economic, scientific and sociological forces will play a more and more important political role in the years ahead and that must be looked at as a whole, not as specialties.

g. Page 58. The DDI/DDO linkage at the geographical level on a regular basis might need indeed be a good idea. Perhaps the Agency should organize periodic area exchanges involving DDO, DDI, OPR, OER, OCI, OSR, and even DDS&T. The NIO's, of course, should attend also, but it might be well to stimulate this as a CIA initiative.

[redacted] 25X1A

W. E. Colby
Director

WEC:lm
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